FEDERAL HIGHWAY ADMINISTRATION

New Jersey Division Office

FY 2006 Strategic Implementation Plan

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Final

New Jersey Division Office
October 25, 2005

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Overview

The Federal Highway Administration (FHWA) New Jersey Division Office fiscal year (FY) 2006 Strategic Implementation Plan outlines the Division Office near term strategy to achieve the multi-year goals and objectives in the FHWA and U.S. Department of Transportation (USDOT) strategic plans, as well as the goals and objectives developed in collaboration with our customers/partners at the local level.

The Federal Highway Administration (FHWA) was established in 1967 as one of the operating administrations within the United States Department of Transportation. The agency has been in existence since 1893. Prior to 1967, the agency was known by other names such as the Office of Road Inquiry and the Bureau of Public Roads. Through the years, our name has changed, but our dedication to providing world-class transportation in America has remained the same.

The organizational structure of FHWA consists of the Washington Headquarters, the Resource Center, 52 Division offices and the Federal Lands Highway offices. Approximately one half of FHWA's employees are located in Washington, D.C., where legislation and regulations are developed. The Resource Center provides technical expertise and serves the technical needs of the Division offices. The center acts as an internal consultant to the Divisions on technical issues. The Division offices are located in the 50 States, plus the District of Columbia and Puerto Rico. These offices work closely with their respective State Transportation Agency to implement the Federal-aid program. The Federal Lands Highway offices handle road construction projects on Federal and publicly owned lands such as National Parks. There are three Federal Lands Highway offices and numerous project offices across the nation.

Under the Federal-aid highway program, FHWA does not decide which roads and bridges will be improved or who will do the work. Instead, the Federal-aid highway program is a federally assisted, State-administered partnership. The State Transportation Agencies, working with local officials and acting through metropolitan and statewide planning processes, determine where the Federal funds should be spent. FHWA provides technical assistance and approvals at key phases of the project, including compliance with related laws such as the National Environmental Policy Act.

Strategic Direction:

The FHWA Vision is "Improving Transportation for a Strong America."

The FHWA Mission is "Enhancing Mobility Through Innovation, Leadership, and Public Service."

Role of the FHWA:

Leaders for National Mobility

The role of FHWA is to carry out our mission by providing leadership, expertise, resources, and information in cooperation with our multi-modal transportation partners at all governmental levels. Our success depends upon each FHWA employee's ability to provide leadership in his or her daily activities, program responsibilities, and personal contacts.

Stewards for National Highway Programs

The strategic implementation plan provides the necessary strategic focus and direction in the delivery of financial and technical assistance to our partners and stakeholders responsible for planning, constructing, improving, preserving, and operating America's highway system. Every unit in the FHWA contributes to the strategic implementation plan through the delivery of the Federal-aid highway program (FAHP). Accomplishment of the national strategies and objectives can only be achieved through an efficient and effective program delivery system. It is through this system that the FHWA provides national leadership, ensures the resources entrusted to the Agency are used in the public interest, protects the fiscal and technological integrity of the program, and maintains the public trust.

Innovators for a Better Future

To meet the challenges ahead, transportation managers will need the benefits of technology and innovation that only a carefully considered, well-developed, and clearly communicated Research and Technology (R&T) program can provide. The FHWA meets these challenges by realizing its full potential as a leader in the transportation research and technology field.

Strategic Goals:

Six strategic goals--Safety, Mobility and Productivity, Global Connectivity, Environment, National Homeland Security, and Organizational Excellence--are addressed in the FY 2006 NJ Strategic Implementation Plan.

- Safety--Continually improve highway safety.
- Mobility and Productivity--Preserve, improve, and expand the Nation's highway transportation system while, at the same time, enhancing the operation of the existing highway system and intermodal connectors.
- Global Connectivity--Promote and facilitate a more efficient domestic and global transportation system that enables economic growth.
- Environment--Protect and enhance the natural environment and communities affected by highway transportation.
- National Homeland Security--Improve highway security and support national defense mobility.
- Organizational Excellence--Advance FHWA's ability to manage for results and innovation.

Vital Few:

The Vital Few (VF) is the key areas with performance gaps that must be addressed for the FHWA to be successful in the short term. Achieving performance improvements in the following priority areas will require greater emphasis on our part during FY 2006.

- Safety
- Congestion Mitigation
- Environmental Stewardship and Streamlining

Key Business Processes

The FHWA has identified the following core business processes in the Division offices:

- National Policy Leadership
- Program Delivery
- Technical Assistance
- Technology Deployment

Most of the national strategies and activities identified in the strategic implementation plan require the execution of the key business processes. Our partners and customers rely on the NJ Division Office to provide front-line program delivery and technical assistance, including but not limited to, planning and environmental support, design, construction, asset management, civil rights, engineering services, technology transfer, research, and technical expertise. In addition, we assist our partner agencies in understanding and complying with the laws and requirements that are a prerequisite to using FAHP funds.

Why Does the New Jersey Division Office Exist?

The New Jersey Division office contributes to the national goals by focusing on the following products and services:

Customer Service

- Empathy for customer concerns.
- Offering cost-effective options to solve customer problems.
- Ensuring customers are knowledgeable of FHWA policies and procedures.
- Informing customers of FHWA's limitations based on law and regulations.
- Providing fair and equitable treatment for all customers.
- Being responsive to customer needs.
- Developing effective partnerships.

Quality

- Ensuring the highest quality project plans which consider community desires.
- Matching new technologies to identified needs/problems.
- Sharing information on "best practices."

Measurable Results

- Improving the operation of New Jersey's transportation system.
- Improving the condition of New Jersey's transportation infrastructure.
- Improving safety on New Jersey's transportation system.
- Streamlining the project delivery system.
- Enhancing the environment.
- Efficiently and effectively using Federal-aid funds.

New Jersey (NJ) Risk Assessment Process

The Division Office has continuously sought input from our partners at the New Jersey Department of Transportation (NJDOT) during the development of our Risk Assessment process. Feedback and assessment is also accomplished through discussions with Division Office Personnel at the team level and their counterparts at the NJDOT. Any program reviews, process reviews/product evaluations, program evaluation techniques, and continuous process improvement initiatives are then documented as activities in Teams' Work Plans or individual performance objectives. Presently, the Division Office Senior Staff then performs a qualitative risk assessment to identify the performance measures, which are included in the FY 2006 NJ Strategic Implementation Plan.

During FY 2006, the method of addressing risk within program areas will change from a qualitative process to a quantitative process. The results of the new process will be incorporated into the NJ Strategic Implementation Plan scheduled for FY 2007 (See Appendix 3-A & 4-A).

NJ Oversight Program

FHWA is charged to be stewards of the public funds entrusted to us. The Division Office must ensure that the Federal-aid highway program in NJ is delivered in a method consistent with all applicable federal laws, regulations, and policies. To accomplish this task the Division Office performs a number of oversight activities. At the project level, Division personnel perform financial reviews at time of authorization, PS&E reviews, construction inspections, technical reviews, and etc. At the program level, Division personnel are involved in process reviews, certifications, listening sessions, risk assessments, and etc. In addition, the Division is heavily involved with state and local developmental meetings such as the Capital Program Committee meeting where fiscal year transportation projects are discussed and approved at key stages of development.

NJ Strategic Implementation Plan

The role of the Division Office is to assure that the New Jersey portion of the Nation's transportation system meets the needs of all citizens. This is accomplished through our assistance to the State of New Jersey in delivering a quality transportation program through the Federal-aid highway program. To help accomplish

these goals and to determine our performance, the Division office develops a Strategic Implementation Plan each year through a collaborative process utilizing teams comprised of Division and NJDOT staff. Input is gathered from the FHWA National Strategic Implementation Plan, our partners at the NJDOT, MPOs, and Division Office Staff. This collaboration helps ensure the goals and measures included in the plan are consistent with the State and MPO Capital Investment Strategies, Regional Transportation Plans and Transportation Improvement Plans. The National Plan identifies the National Goals and Objectives and activities that will be required of the Division Office.

The Division Office has identified 25 performance measures that will form the basis of our collective success. 9 of the 25 performance measures represent "Key Performance Measures" Senior Staff have formed as a realistic approach for achievement during FY 2006. The "Key Performance Measures" represent a controllable measurement in determining the collective success of the Division Office for team awards, performance awards, and office recognition. All 25 performance measures will be utilized for trends and included within the mid-year and annual reports. However the 9 Key Performance Measures will be exclusively tracked during the FY 2006 year on a monthly basis and discussed in the senior staff meetings for progress results.

FY 2006 Key Performance Measures:

1. Implement countermeasures at 10 high crash locations (intersection, roadway departure, and pedestrian crossing). (FY 2004 Baseline: 4)
2. Percent of travel on NHS with IRI of 95 inches per mile or less (FY 2006 target is 55.5%).
3. Reduce the percentage growth of total deficient bridge deck area to zero by 2011 (FY 2006 target is 2%).
4. Reduce the number of state-owned scour critical bridges by 25 percent by 2011 (FY 2006 target is 5%).
5. Decrease the average incident duration to 1.70 hours in FY 2006.
6. Increase percent of EIS and EA projects with schedules established and entered into the Environmental Document Tracking System (FY 2006 target is 100%).
7. Reduce running average of inactive balance by 10%. (FY 2005 Baseline: 746 projects with unexpended balances approximating $96 million).
8. Implement 5 market ready technologies.
9. Maintain 70% of process reviews on schedule. (FY 2006 target is 5 projected process reviews).

Although the remaining 16 performance measures are vital to the Division office, the factors determining success will occur over several years. In addition, several of the performance measures arose for reporting purposes and managing of the Federal-aid program. The Division office will utilize these performance measures for internal evaluation of performance in a long-term capacity. As stated previously, all performance measures will be utilized for trends and included within the mid-year and annual reports. The remaining performance measures are provided below.

10. Reduce total fatalities in 2006.
11. Reduce intersection related fatalities in 2006.
12. Reduce pedestrian related fatalities in 2006.
13. Reduce fatalities involving roadway departure in 2006.

14. Reduce the increase in delay caused by congestion by 1% by FY 2006.
15. Track cost growth greater than 10% on $25 million projects. (FY 2006 trend of average growth rate is 11%).
16. Integrate FHWA's Highways-for-Life concept with the Hyperbuild program in New Jersey.
17. Increase assistance to stakeholders for the environmental process in Local-Aid Scoping Program by hosting 2 – 3 training sessions.
18. Decrease median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs). Reduce median time by 5% in FY 2006. (FY 2006 targets are 40 and 14 months respectively).
19. Increase the number of Engineer's Estimates within 20% of the Award amount.
20. Increase use of Asset Management in the state of New Jersey.
21. Provide technical assistance to stakeholders concerning SAFETEA-LU transportation bill.
22. Delivery of transportation projects that increase the accessibility of major job centers to the region.
23. Support Incident management strategies for major truck routes; incident detection, emergency service patrols, freight priority, etc.
24. Support measures to combat system delay and non-recurring congestion measures, etc.
25. Reduce the total time it takes the NJDOT to process Emergency Relief (ER) requests.

Chapter 1

Facts, System Trends and Projections

Figures I thru VIII contain charts tracking some of our key performance indicators.

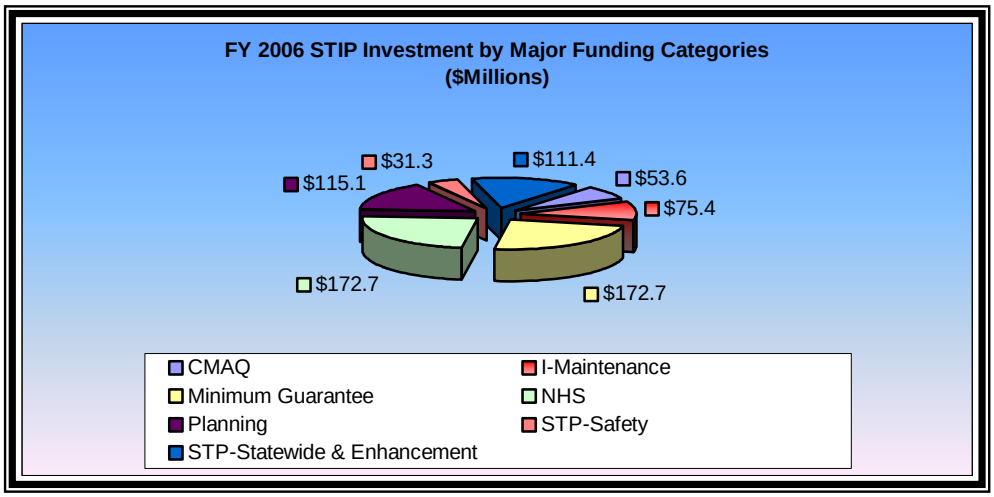
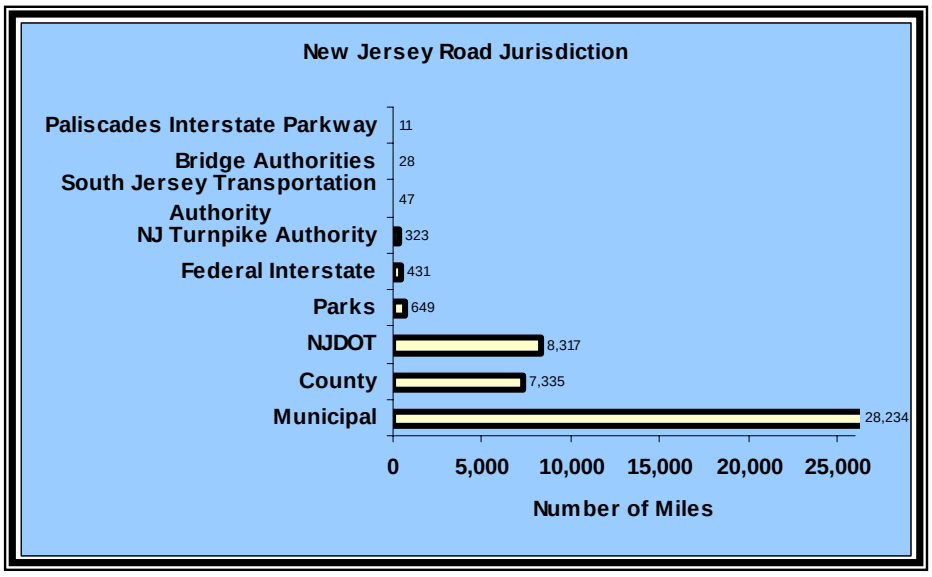
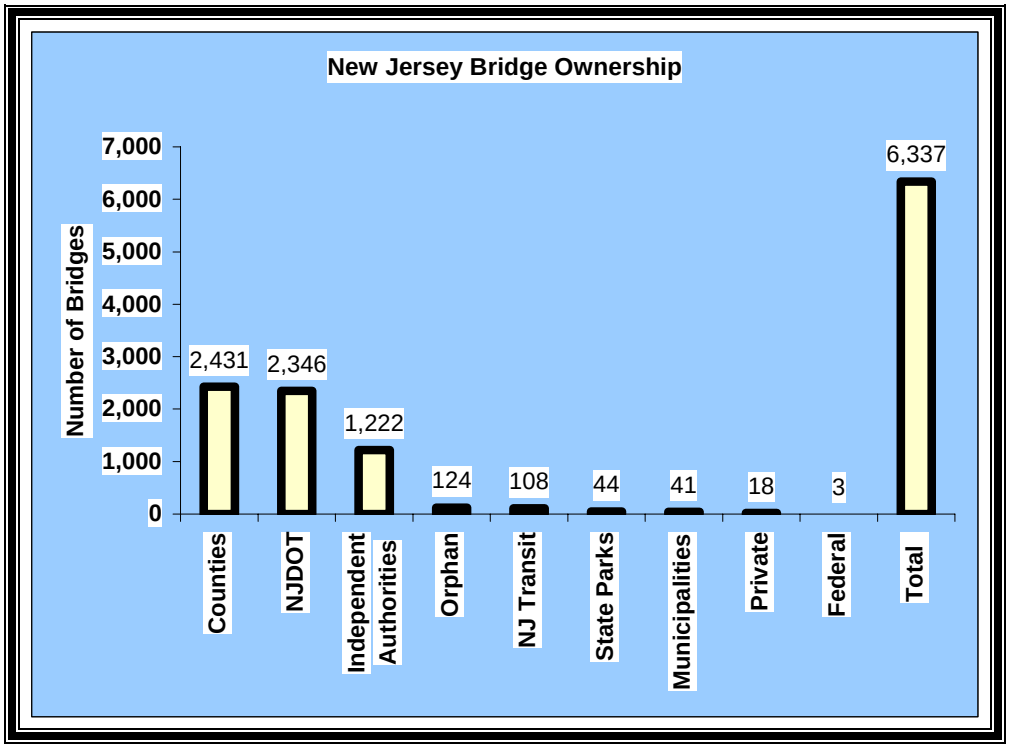


Figure 1



Sources: NJDOT, Factbook 2005
NJDOT, 2004 National Highway System Route List

Figure 2



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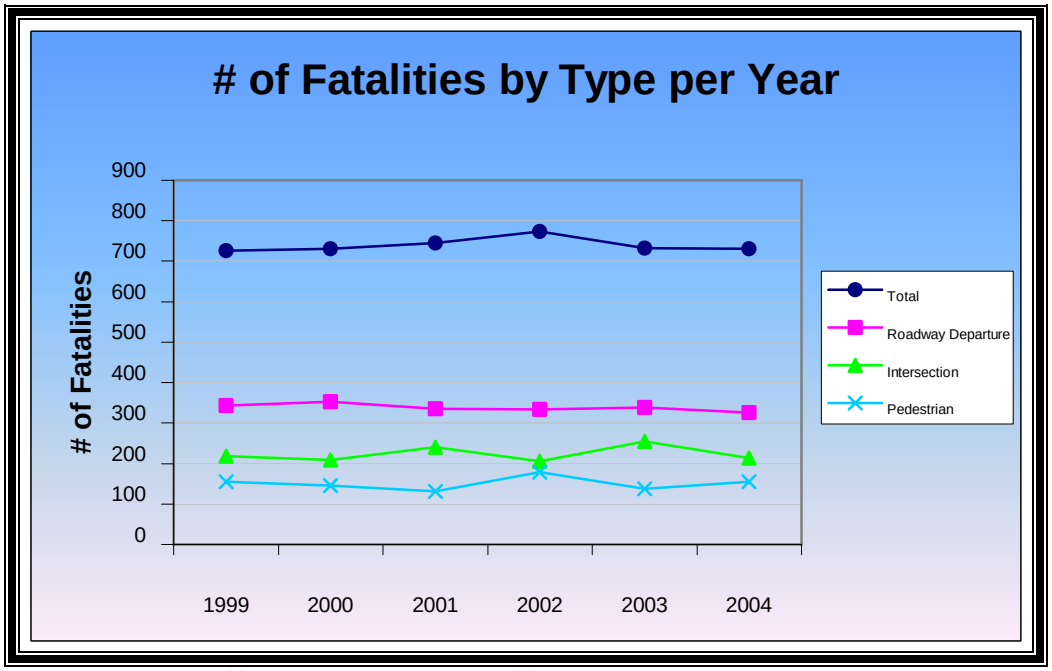
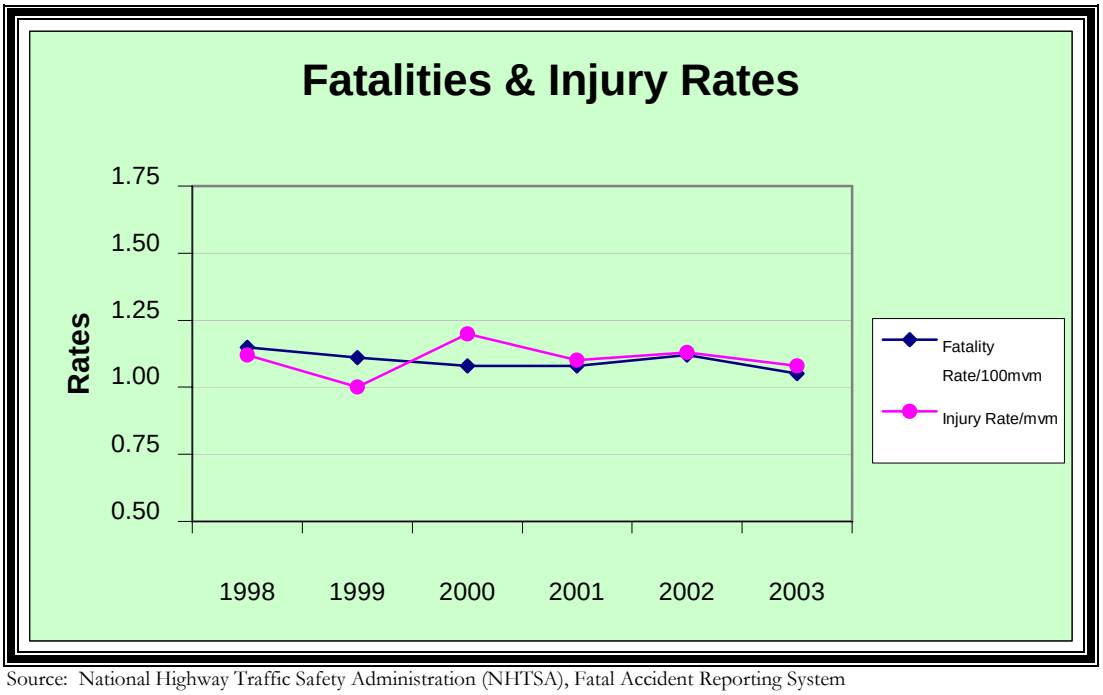


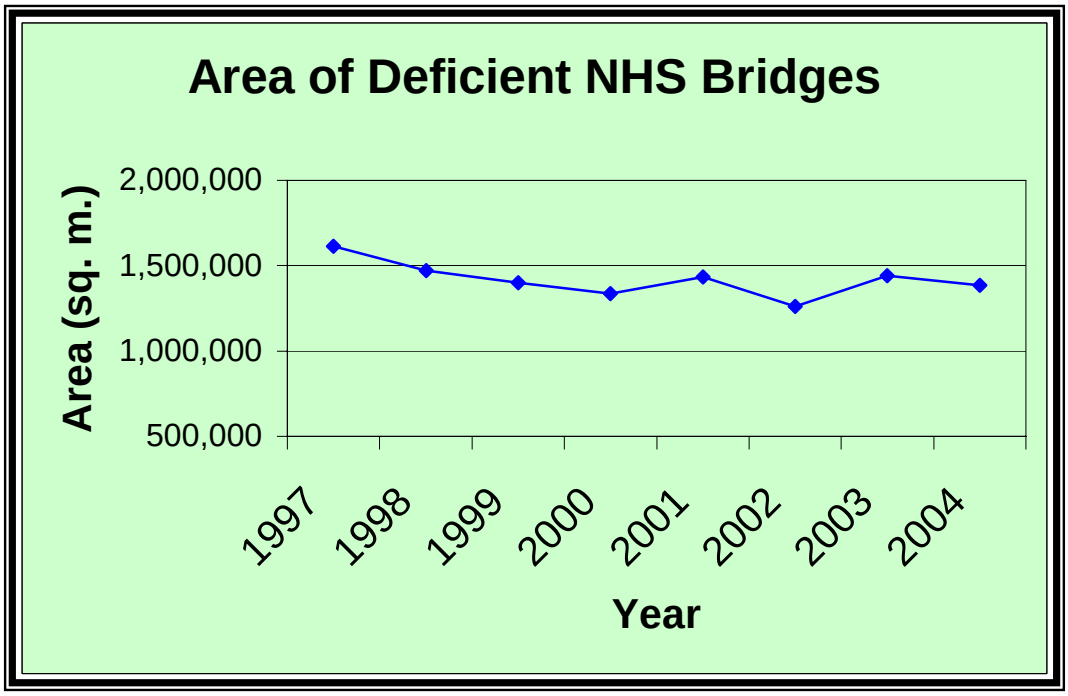
Source: National Highway Traffic Safety Administration (NHTSA), Fatal Accident Reporting System

Figure 4



Source: National Highway Traffic Safety Administration (NHTSA), Fatal Accident Reporting System

Figure 5



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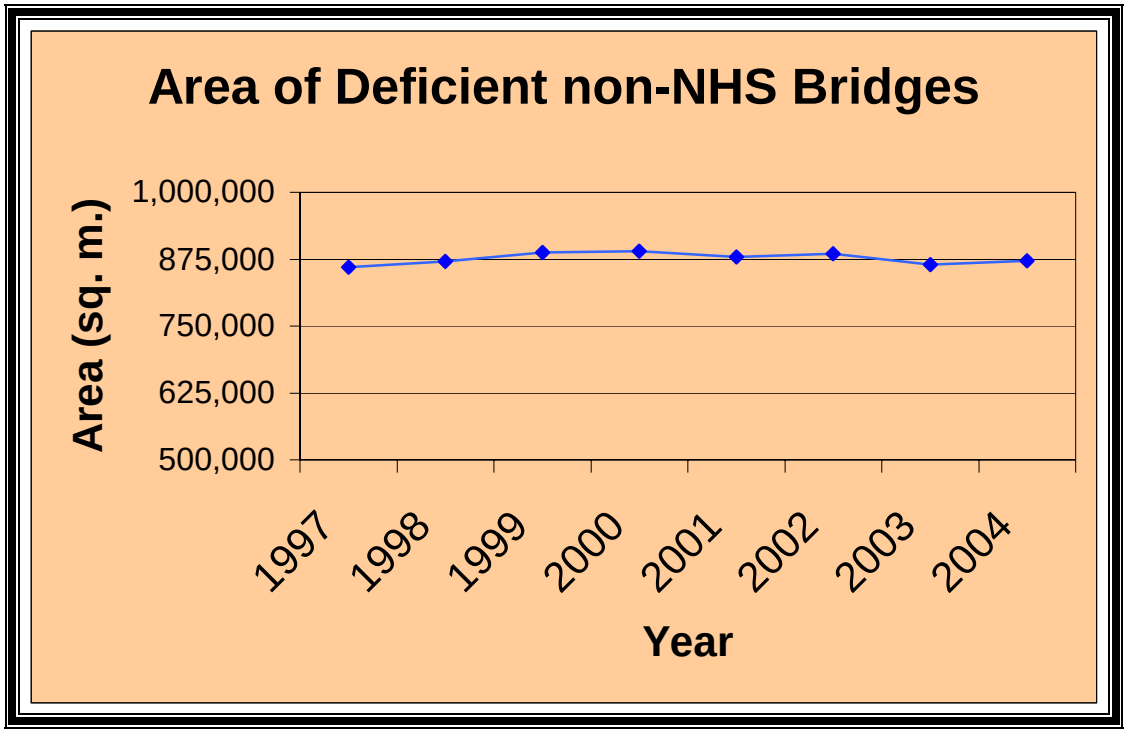

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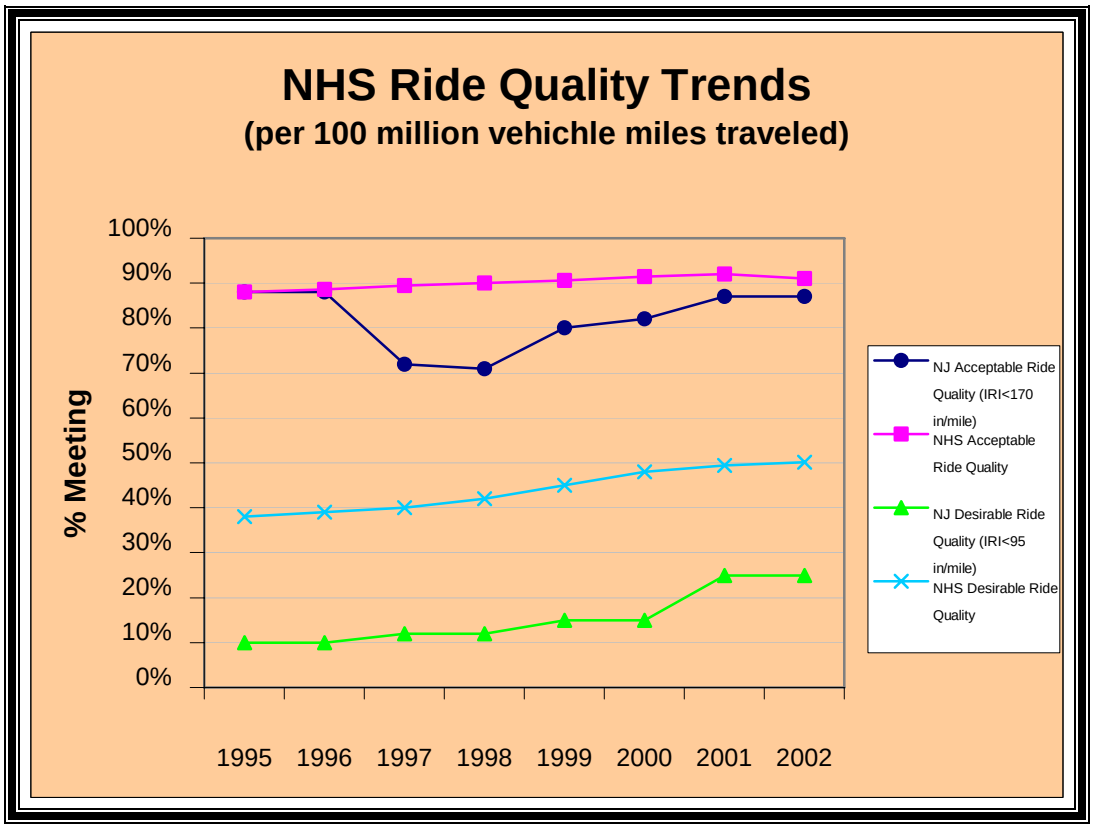
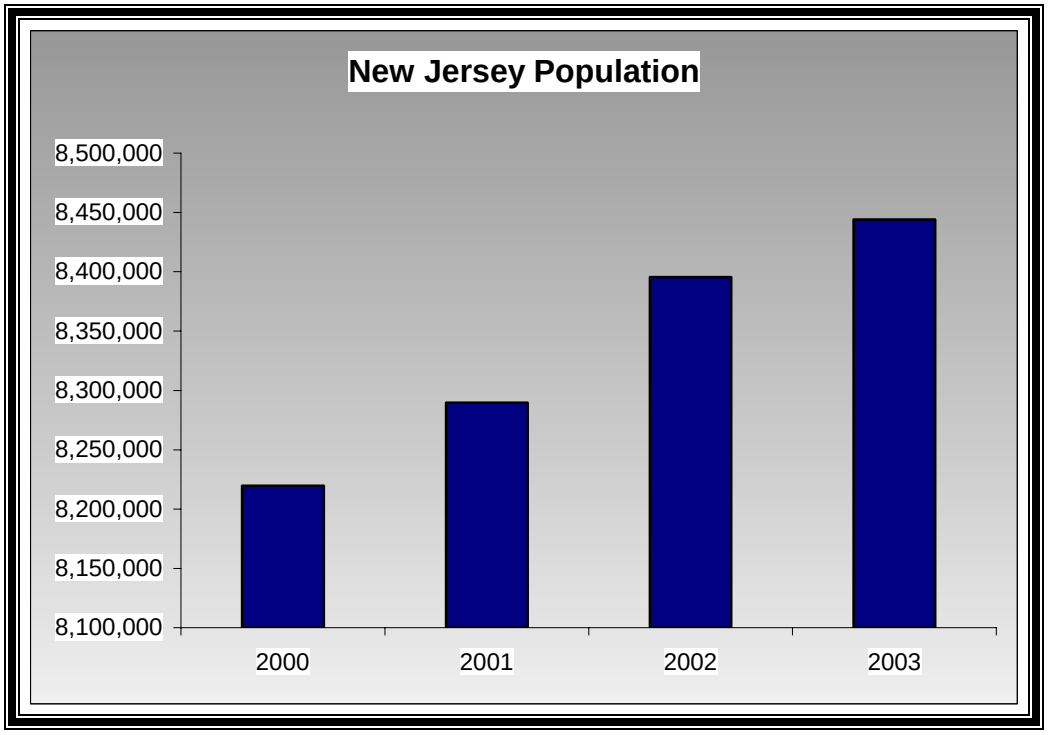
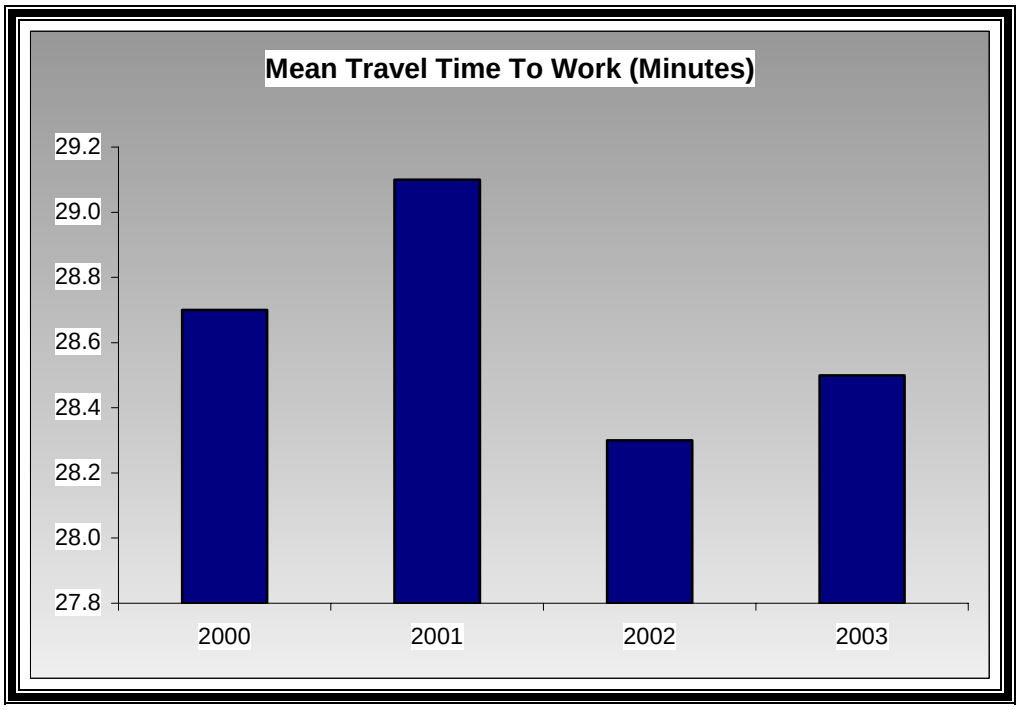


Figure 8



Source: U.S. Census Bureau, 2003 American Community Survey

Figure 9



Source: U.S. Census Bureau, 2003 American Community Survey

Figure 10

Chapter 2

Strategic Implementation Plan Goals

Six broad policy goals have framed this plan:

- **Safety**-Improve safety for system users.
- **Mobility and Productivity** - improve mobility of people and goods.
- **Environment**-enhance sensitivity to the environment.
- **Global Connectivity**-improve international connectivity.
- **National Homeland Security**-increase security of the system.
- **Organizational Excellence**-improve organizational performance.

In this chapter, we explore these goals and the descriptions of performance targets and staff actions. Within these goals, the Administration has identified the vital few goals: Safety, Congestion Mitigation, and Environmental Stewardship and Streamlining. We break each goal into discrete objectives, and provide metrics and performance measurements over time to track our progress in achieving these goals. We include input from each of the Division's teams, in addition to discussions with the NJDOT, NJTPA, DVRPC, SJTPO, and other relevant stakeholders.

In addition to charting the Division's own progress in meeting the Strategic Implementation Plan goals, the plan defines a complimentary set of measures to gauge the performance of the entire statewide transportation system as improved by the projects implemented through the New Jersey Statewide Transportation Improvement Program for Fiscal Years 2006-2008. These system performance measures include safety ratings, pavement and structures conditions, and technology deployment.

Safety

Goal: ***Continually improve highway safety.***

Summary

The Federal Highway Administration's Strategic Implementation Plan for fiscal year 2006 identifies two national performance objectives for safety with respective performance measures and strategies as outlined below. The performance objectives, measures and strategies (i.e. actions) of the New Jersey Division Office align with and support the National Strategic Implementation Plan, while encompassing the objectives, measures and actions of our State partners. New Jersey remains a focus state for pedestrian safety and is therefore expected to implement additional strategies to address the pedestrian safety problem in NJ.

National Performance Objectives

SF1: Implement countermeasures to reduce highway-related fatalities (Vital Few).
SF2: Implement comprehensive, integrated and data driven safety programs at the Federal, State, and local level. (State and non-state owned roadway systems).

Division Performance Objective & Measure

- Implement countermeasures at 10 high crash locations (intersection, roadway departure and pedestrian crossings). (FY 2004 Baseline: 4) **(SF1)**

Performance Measure:

- Reduce fatal crashes involving pedestrians, intersections, and roadway departures. **(SF1)**

The Federal Highway Administration in partnership with AASHTO, as well as other agencies, adopted a safety goal to reduce the national fatality rate to 1.0 fatalities per 100 million vehicle miles traveled by 2008. According to the Fatal Accident Reporting System (FARS), the New Jersey fatality rate has hovered at approximately 1.1 crashes per hundred million VMT over the past few years. To achieve the adopted goal, FHWA and AASHTO are encouraging states to adopt Comprehensive Highway Safety Plans that will identify state-specific priorities, as well as strategies to address those priorities. This year's strategic implementation plan will incorporate the strategies identified in NJ's Comprehensive Strategic Highway Safety Plan (CSHSP), as well as focus on implementation actions that will directly attribute to improved safety on NJ's roadways.

Crash data is the essence of any successful safety program. The NJDOT has taken significant strides to improve the accuracy, completeness, timeliness and availability of New Jersey's crash data in the past few years. Provided below is a summary of some of the actions that will take place throughout federal fiscal year (FY) 2006 to continue the improvement of NJ's crash records.

Crash Data Improvements

- Revisions to NJ's crash report, the NJTR-1, will be effective January 1, 2006.
- Police train-the-trainer courses will be offered on how to accurately complete the new elements of the NJTR-1 in the fall of 2005.
- Electronic data capabilities will be piloted with 3 police departments. Upon rollout of new NJTR-1, electronic data transfer will be made available to all.
- Support police department's effort to provide timeliness and accuracy in crash reporting.
- Develop and disseminate (with training) crash data analysis software that can be used by state, regional, county and local engineers, planners and police departments.

New Jersey has developed a CSHSP with input from the many safety-related agencies throughout the state. The goal of the CSHSP is to:

Continually reduce the number and severity of crashes on New Jersey's roadways

Overall Performance Indicators			
Year	**Total Crashes**	**Fatal Crashes**	**Injury Crashes**
2003	323,242	578	79,650
2004	Data not finalized for the FY 2006 NJSIP.		
2005	Information will be provided in mid-year and annual reports.		

A detailed analysis of NJ's crash data and a survey of safety stakeholders assisted in identifying areas where we should focus our efforts to best achieve this goal. These emphasis areas and respective

performance indicators are illustrated below. These performance indicators will be monitored on an annual basis to evaluate trends and countermeasure effectiveness.

	Performance Indicators					
	2003			2004*		
Emphasis Area Objective	Total Crashes	Fatal Crashes	Injury Crashes	Total Crashes	Fatal Crashes	Injury Crashes
Reduce Impaired Driving	9,623	93	3,927	TBD	TBD	TBD
Reduce Crashes Involving Young Drivers	57,629	100	16,896	TBD	TBD	TBD
Prevent and Minimize Roadway Departure Crashes						
Keep Vehicles on the Roadway	21,430	19	7,828	TBD	TBD	TBD
Minimize Consequences of Leaving Roadway	77,089	487	26,495	TBD	TBD	TBD
Head On Crashes	6,463	61	77	TBD	TBD	TBD
Reduce Pedestrian, Bicycle, Rail and Vehicular Conflicts						
Pedestrian	5,905	108	5,242	TBD	TBD	TBD
Bicycle	2,654	10	2,205	TBD	TBD	TBD
Highway Rail Incidents	40	7	13	TBD	TBD	TBD
Increase Driver Safety Awareness	--	--	--	--	--	--
Improve the Design and Operation of Intersections	123,839	176	37,422	TBD	TBD	TBD
Sustain Safe Senior Mobility	38,131	114	10,885	TBD	TBD	TBD
Curb Aggressive Driving	68,549	180	21,878	TBD	TBD	TBD

***** Data not finalized for the FY 2006 NJSIP. Information will be provided in the mid-year and annual report.

A multitude of strategies and their respective actions were identified for each of the above emphasis areas. NJ's CSHSP will be implemented over a three to five year period. Therefore, only those items that are determined to be implemented in the next year will be included in the FY 06 strategic implementation plan. Subsequent year's actions will be included in future strategic implementation plans.

The FHWA-NJ Division office works collaboratively with the NJDOT, MPO's, Division of Highway Traffic Safety, New Jersey State Police, Rutgers University and other safety-related agencies to improve the safety of New Jersey's roadways. Some of the specific actions that will occur in FY 06 are described below.

Division Actions

- Continue the development and dissemination of "A Safety Update…", the NJ Division Safety newsletter.
- Continue to coordinate the 12 Months of Traffic Safety Public Outreach Campaign.
- Conduct safety presentations at schools as part of the Division's education program.
- Provide safety related technical support to the DOT, DHTS, MPO's, LTAP, etc.
- Assist NJDOT to implement new Core Highway Safety Improvement Program.
- Assist NJDOT to implement the new Work Zone Final Rule.

NJDOT/MPO Actions

- Approve CSHSP and implement strategies identified above for each emphasis area.
- Implement strategies and/or countermeasures identified in the Pedestrian Safety Action Plan.
- Implement countermeasures at 4 high crash pedestrian locations.
- Implement countermeasures at 25 high crash intersection locations.
- Implement countermeasures at 3 high crash roadway departure locations.
- Conduct 3 safety impact team reviews of designated safe corridors and implement recommendations.
- Implement 6 safety projects on local roads through the local federal safety program.

Mobility and Productivity

Goal: ***Preserve, improve, and expand the Nation's highway transportation system while, at the same time, enhancing the operation of the existing highway system and intermodal connectors.***

Route 4 & 17 Interchange Project

Summary

The basis for any transportation system is the efficient movement of people and goods with relative ease in a reliable manner. Strategies for ensuring mobility must consider projections of future growth and the location where this new growth will occur. We need to focus on the corridors in New Jersey in which growth will create the greatest demands on the regional systems; the need to maintain the current system even as the State experiences ever increasing demands for new improvements; and the need to coordinate and operate the multiple state, regional and local elements of the transportation system as a single integrated network are major challenges. Users want to reach destinations efficiently, with a reasonable and predictable investment of time and money. Users want convenience, with no unreasonable effort required, and a good choice of possible means of transportation. Users are also interested in a safe, comfortable, and even pleasant trip. A truly effective system puts a user's desired destination within "reach," making them accessible.

National Performance Objectives

MP1: Mitigate congestion and improve system reliability through actions targeted at key causes of congestion (Vital Few).
MP2: Mitigate the impacts of congestion by fully integrating system management and operations into project and program delivery decisions.
MP3: Effectively use asset management principles to manage and allocate resources to improve our Nation's transportation system's performance.
MP4: Provide longer lasting highway infrastructure thru improved research, design, and quality of construction, system preservation, and size and weight enforcement.
MP5: Improve pavement smoothness characteristics.
MP6: Accelerate the adoption of innovation and new technology in construction to significantly improve safety and quality and reduce congestion due to construction.

Division Performance Objectives

- Reduce non-recurring congestion from events such as traffic incidents, weather, and work zones. **(MP1)**
- Mitigate overall impacts of congestion. **(MP2)**
- Provide longer lasting highway structures (bridges and pavements). **(MP4)**
- Develop improved processes to provide smoother, longer lasting pavements through new technology and pavement preservation. **(MP5)**
- Deploy innovations using the Highways-for-Life concept. **(MP6)**

Division Performance Measures

- Decrease the average incident duration to 1.70 hours in FY 2006. **(MP1)**
- Reduce the increase in delay caused by congestion by 1% in FY 2006. **(MP2)**
- Reduce the percentage growth of total deficient bridge deck area to zero by 2011 (FY 2006 target is 2%). **(MP)**
- Reduce number of state-owned scour critical bridges by 25**%** by 2011 (FY 2006 target is 5%). **(MP4)**
- Percent of travel on NHS with IRI of 95 inches per mile or less (FY 2006 target is 55.5%). **(MP5)**
- Implement up to 5 new market ready technologies. **(MP6)**
- Integrate FHWA's Highways-for-Life concept with the Hyperbuild program in New Jersey. **(MP6)**

The vitality of the State's economy has both increased daily travel and spotlighted weaknesses in the transportation system. Signs of how much work must be done to achieve the mobility goal include overcrowded transit service, the growing congestion on regional freeways and local systems, the lack of transportation alternatives in some congested corridors, underutilized ridesharing programs, and the difficulty in getting to and from the State's highways on local connectors. Even localized congestion within major metropolitan centers has increased as new development continues to outpace capacity expansion.

Stakeholder Input

- Transportation conditions such as congestion, aging infrastructure, and reliability continue to deteriorate.
- The need to invest in maintaining the State's highways and bridges that have already been constructed is universally noted.
- There is a need to improve the performance of the existing transportation system and services (signal timing, improved inter-modal connections, etc.)
- Congestion has been identified as the most significant transportation problem.
- A stronger, more committed preventive maintenance program for the Interstate system is needed in New Jersey.
- Innovative contracting methods should be explored.
- New technology needs to be implemented to improve the efficiency of the system.

Division Actions

- Reduce delays associated with recurring and non-recurring congestion through the use of ITS Technologies.
- Increase the use of prefabricated bridge elements and systems and accelerated construction techniques for bridges.
- Implement a preventive maintenance program for bridges.
- Develop action plans for all State-owned, scour critical bridges in accordance with the NBIS regulation.
- Encourage NJDOT to implement the recommendations of the Pavement Smoothness Action Plan.
- Provide technical assistance and training to NJDOT on the Highways-for-Life program.
- Increase the number of DBE firms awarded prime and or subcontracts for the first time.

NJDOT/MPO Actions

- Improve the reliability of the system so that users can expect consistent travel times.
- Implement the 511 traffic information system.
- Improve travel time in congested corridors.
- Implement low-cost, quick-turnaround projects to address congestion and safety concerns.
- Explore innovative solutions such as roundabouts, CSS, etc.
- Preserve the condition of the exiting system.
- Implement perpetual pavement design.
- Implement recommendations in the Pavement Smoothness Action Plan.
- Implement the Hyper build program.

Illustrative and partial listing of NJDOT Mobility projects from current STIP:

Program/Project	FY 2006
Interstate Pavement Preservation – Sect. III	$ 3,000,000
Resurfacing Program – Sect. III	$60,000,000
Resurfacing, Interstate Fast Track Program – Sect. III	$ 2,000,000
Route 1&9 Secaucus Road to Broad Avenue (28) - Sect. III	$18,000,000
Emergency Service Patrol – Sect. III	$ 8,300,000
Statewide Incident Management Program – Sect. III	$ 1,200,000
Rte 18 Rte 1 to Northeast Corridor Amtrak Line – Sect. III	$41,000,000

New Jersey commits a significant portion of its resources to maintaining the State's existing infrastructure (fix it first). Highways and bridges need constant repaving and repair; signal timing plans need to be adjusted over time; cracks in sidewalks and bike paths must be remedied. All of this work requires ongoing funding, which must be part of the State's overall transportation program.

The public's frustration with high levels of congestion has created greater interest in finding near-term solutions at lower costs. The plan's mobility strategies strike a balance of large-scale initiatives that can meet future demand, and smaller, faster, less expensive fixes to current problems. This plan supports managing the existing transportation system better and making it more efficient for its users.

The FHWA has consistently stressed the importance of the systems approach to operating transportation facilities and services. Programs that support this system operations concept continue to grow and evolve. These include NJDOT's traffic operations centers, emergency service patrols to help clear incidents, signal equipment updating, and traveler information services. The variety of projects that use electronics, communications or information processing, or intelligent transportation systems (ITS), have been in use in New Jersey for many years. The State and regional ITS architectures are well underway, and integration is proceeding. This architecture will guide future project development, using the regional, state, and national ITS frameworks, so that new transportation services and facilities can be better coordinated to enhance operations.

The New Jersey Division Office is committed to working with our partners to lessen the impacts of work zones on the traveling public. Past experience has demonstrated success in reducing congestion in work zones through various traffic mitigation techniques, such as enhanced public transportation services, websites, marketing campaigns, information centers, etc. Other efforts in this area include innovative contracting and accelerated construction techniques to deliver projects in a more efficient manner. The use of new technologies and techniques need to be implemented to be successful in delivering longer lasting and more efficient products.

The FY 2006 NJ Strategic Implementation Plan supports several approaches for improving mobility and productivity by:

- Assisting the NJDOT in doing market research on deployment of the 511 system.
- Continue implementation of PRIMUS project.
- Work closely with Transcom, DVRPC Technical Task Force, Incident Management Operations Group (IMOG), Highway Operations Group (HOG), I-95 Corridor Coalition, and the Committee for a Smart New Jersey (CSNJ) to solve regional mobility issues.
- Implement a process with NJDOT for using ITS Architecture in project development.
- Develop countywide diversion routes for the last six counties.
- Promote the use of TRANSMIT to measure travel times to measure delay and ultimately provide information the system user.
- Improve communications by implementing a project to link the NJDOT's Traffic Operation software directly to Transcom via a data interface.
- Assist the NJDOT in implementing a statewide traffic information center.
- Investigate hosting a workshop regarding performance related specifications (PRS).
- Assist NJDOT's Traffic Mitigation Advocate to improve the State's project development process. The Traffic Mitigation Advocate's focus is to improve, and as necessary, create processes that will cost effectively lessen the impact of work zones on the traveling public.
- Participate in Superpave Quality Improvement Task Force.
- Use rapid bridge construction technologies, especially prefabricated bridge deck systems.
- Implement a preventive maintenance program for bridges.
- Continue to develop and expand use of high performance materials, including fiber reinforced polymer composites as appropriate.
- Assisting NJDOT in planning and implementing a Pavement Management System Conference, a Pavement Smoothness Workshop, and a Pavement Preservation System Technical Appraisal.

Global Connectivity

Goal: ***Promote and facilitate a more efficient domestic and global transportation system that enables economic growth.***

Summary

The productivity and efficiency of the transportation system is a major factor in sustaining the economic vitality of the State of New Jersey, the nation, and the global economy. New Jersey's regional economy has experienced a dramatic resurgence with the development and expansion of major inland port facilities in Newark, Elizabeth, Bayonne, and Jersey City. The region has multiple job centers, each with its own specialization within the larger economy, requiring an effective transportation system to promote exchanges in people, products and services between these centers.

New Jersey companies effectively draw from a regional labor pool, such that employees may live at considerable distance from their work locations due to either choice or housing options. Getting people to and from their homes and jobs will continue to be a major challenge; particularly as different job sectors grow and contract, with a constant rearrangement of commute patterns.

National Performance Objective

GC1: Improve travel time reliability for freight movements at Ports-of-entry and along corridors.
GC2: Improve efficiency and reliability of goods and people movement at international border facilities.

Division Performance Objectives

- Sustain the economic efficiency of goods movement on the surface transportation system. **(GC1)**
- Reduce non-recurring congestion from events such as traffic incidents and work zones. **(GC1)**
- Increase reliability of the transportation system for the movement of freight. **(GC1)**

Division Performance Measures

- Delivery of transportation projects that increase the accessibility of major job centers to the region. **(GC1)**
- Incident management strategies for major truck routes; incident detection, emergency service patrols, freight priority, etc. **(GC1)**
- System delay; non-recurring congestion measures, etc. **(GC1)**

To remain competitive in the global economy, New Jersey must maintain the ability to quickly move people and cargo to other parts of the world by air, rail, land, and sea. The region's surface transportation links must be kept in balance and at pace with the air and sea terminal capacities for the entire system to work effectively.

Stakeholder Input

- The high cost of housing forces employees to endure longer and longer commutes. This makes it difficult to attract and retain employees, and affects workers' productivity.
- The public recognizes the need for the movement of goods, but is somewhat negative about mixing trucks with automobile traffic. The American Trucking Association (ATA) lawsuit is a prime example of this sentiment. Citizens would rather see more freight diverted to rail, as long as the rail corridors are not in their jurisdiction.
- Trucking firms believe it would be helpful to get more commuters into transit and carpools to free up capacity for trucks-typically, highways are the best (and only) option for moving freight.
- The localized impacts of goods movement (parking and on-street truck deliveries) also tend to draw negative responses from the public.
- Safety is a concern due to the number of truck crashes (which may be caused by trucks/cars getting "in the way" of less maneuverable tractor trailers).

Division Actions

- Ensure statewide comprehensive freight mobility plan is completed.
- Ensure outcomes of plan are incorporated into annual work plans, regional plans, and TIPs for freight priority locations.

NJDOT/MPO Actions

- Ensure key freight corridors have the benefits of a full suite of traffic management strategies, such as ESP, etc.
- Establish freight priority project scoring criteria and related performance goals.
- Increase system reliability of the transportation system for the movement of freight.

Illustrative and partial listing of NJDOT Freight projects from current STIP:

Program/Project	FY 2006
FREIGHT PROGRAM, Section III	$10,000,000
Routes 1&9 Haynes Ave, Section III	Unfunded in FY 2006

While the citizens of New Jersey might like to see more freight shifted to rail or on other non-highway modes, shipping freight by truck is more cost effective than rail shipment for distances of less than 500 miles, and only a small percentage of the goods moved on NJ's highways might be candidates for diversion to rail. Putting some of the cargo that crosses the state on rail to reduce trucks on bridges would be expensive to trucking firms if they had to pay for the operations. Truck-only road facilities are also unlikely because of real estate costs and land use constraints in our urban areas.

For their part, the trucking companies would like to see fewer vehicles on the key truck routes, and more reliable freeway operations, including quicker removal of incidents. Reliability is important to industries that minimize their inventory by relying on just-in-time deliveries. However, avoiding the rush-hour peak is also getting increasingly difficult as the peak period grows.

The FY 2006 NJ Strategic Implementation Plan supports several approaches for expediting the movement of goods:

- Expand capacity and operations on major truck routes.
- Develop and implement freight-priority corridors and performance measures.
- Provide continual response teams to manage incidents to keep the system flowing quickly following an incident.

Environment

Goal: ***Protect and enhance the natural environment and communities affected by highway transportation.***

Summary

New Jersey's environmental quality and condition must not be sacrificed as we address the challenges presented by expansive growth and increasing transportation system demands. Historically, the major areas of environmental concern include automobile emissions (air quality), noise from transportation sources, wetland impacts due to construction of facilities, visual impacts of transportation projects, historic significance and community disruption. There are many Federal and State environmental laws and policies that govern responsible transportation planning, such as the Clean Air Act, the National Environmental Policy Act, Freshwater Wetlands Protection Act, and Section 106 of the National Historic Preservation Act, to name a few. The air quality requirements are based on a set of National Ambient Air Quality Standards for six criteria pollutants. The standards describe maximum allowable concentrations of each pollutant with respect to human health and environmental impacts. These pollutants are sulfur dioxide, particulate matter, carbon monoxide, nitrogen dioxide, lead, and ground-level ozone.

The National Environmental Policy Act (NEPA) was initiated in response to an overwhelming national sentiment that federal agencies should take the lead in protecting the environment. NEPA established a process by which federal agencies must study the environmental effects of their action. The purpose of NEPA is: to declare a national policy that will encourage productive and enjoyable harmony between humans and their environment; to promote efforts that will prevent or eliminate damage to the environment and biosphere and stimulate human health and welfare; to enrich the understanding of the ecological systems and natural resources important to the nation, and to establish a Council on Environmental Quality (CEQ). New Jersey is a focus state for State Implementation Plan (SIP) mobile emissions budgets and implementation of Context Sensitive Solutions/Context Sensitive Design for FY 2006; therefore additional strategies will be implemented in support of the National Strategic Implementation Plan.

National Performance Objectives

EN1: Promote and showcase environmental stewardship and ecosystem conservation initiatives in the Federal-aid Highway Program (FAHP) and Federal Lands Highway Program (FLHP). (Vital Few)
EN2: Reduce number of areas not meeting State Implementation Plan (SIP) mobile source emissions budgets.
EN3: Increase the number of States and Federal Lands Highway Divisions implementing Context Sensitive Solutions (CSS) or Integrated Approaches. (Vital Few)
EN4: Meet timelines targets for Environmental Impact Statements (EISs) and Environmental Assessments (EAs). (Vital Few)

Division Performance Objective

- Improve planning and environmental processes to achieve better results and timeliness. **(EN4)**

Division Performance Measures

- Decrease median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs). Reduce median time by 5% in FY2006. (FY 2006 targets are 40 and 14 months respectively). **(EN4)**
- Increase percent of EIS and EA projects with schedules established and entered into the Environmental Document Tracking System (FY 2006 target is 100%). **(EN4)**
- Improve assistance to stakeholders for the environmental process in the Local-Aid Scoping Program by hosting 2 – 3 training sessions. **(EN4)**

Proactive environmental stewardship is essential if we are to preserve and sustain our natural resources. Maintenance of the transportation system requires significant resources and investment in management strategies that minimize environmental effects.

FHWA's Vital Few Environmental Goal is Stewardship and Streamlining. Environmental Streamlining drives us to improve project delivery without compromising environmental protection. Environmental Stewardship helps demonstrate that we are mindful of the natural and human environment while addressing mobility and safety needs of the public. FHWA promotes actions that show we are responsible stewards of the environment. We take advantage of opportunities to enhance environmental protection and encourage partnerships that promote eco-system conservation or encourage broader mitigation strategies that seek corridor or watershed based approaches.

Stakeholder Input

- Statewide assessments of environmental goals typically illustrate a higher priority ranking than other goals.

- Common threads in the area of environment as it relates to transportation projects are the (perceived) need and importance of increased transit, bicycle and pedestrian accommodations, and increased automobile fuel efficiency.
- NJDOT has a Smart Growth Initiative that supports the Governor's Smart Growth policies which provides assistance to counties and/or municipalities and provides funding for Public/Private Partnerships. Smart growth is a concept intended to protect and preserve valuable natural and cultural resources and encourage economic development in targeted locations.
- Context Sensitive Solutions/Context Sensitive Design (CSS/CSD) is an approach to planning and designing transportation projects based on active and early partnerships with communities. NJDOT has incorporated CSS/CSD principles into its projects since 1999 and is committed to a process that encourages transportation officials to collaborate with community stakeholders so the design of the project reflects the goals of the people who live, work and travel in the area. This collaboration results in creative and safe transportation solutions.
- NJDOT is looking at a watershed-based planning approach to address transportation system impacts on stormwater management and water quality. On a watershed scale, the impact of impervious surfaces may be lessened through coordinated and managed use of a variety of mitigation methods, known as Best Management Practices. These practices include ways to reduce stormwater runoff through infiltration, and retention practice that maintains pre-developed flow releases for an area.
- Continue to expand Transit Village Program.

Division Actions

- Develop Environmental Management System with NJDOT.
- Perform domestic scan on Environmental Management System.
- Negotiate schedules for all new EISs and EAs with NJDOT.
- Provide technical assistance to decrease median times for EAs and EISs in FY 2006.

NJDOT/MPO Actions

- Develop Environmental Management System.
- Develop Standard Environmental Division Procedures.
- Develop and implement Subject Matter Experts (SME) Task Groups.

Illustrative and partial listing of NJDOT projects from current STIP:

Program/Project	FY 2006
Recreational Trails Program, Section III	$807,000
Transportation Enhancements, Section III	$5,000,000
Transportation and Community System Preservation Program, Section III	$4,850,000

The FY 2006 NJ Strategic Implementation Plan supports several approaches for protecting the natural environment:

- Conducting Domestic Scan on database Environmental Management System to track projects from concept to construction.
- Concluding Process Review on Environmental Commitments to determine if environmental commitments are properly advanced through project development, incorporated into the construction of the project and adhered to during operations/maintenance.
- Developing an Action Plan with NJDOT that incorporates planning and the NEPA process.
- Hosting 2-3 training sessions to share best practices and exemplary initiatives with NJDOT, consultant industry, Division, and resource agency to raise knowledge and awareness and develop opportunities to increase ecosystem and habitat conservation.
- Hosting a videoconference between New Jersey and Michigan on Stormwater Management Regulations.
- Hosting a videoconference between New Jersey and Virginia on the "Cedar Program".
- Facilitating interagency meetings with resource agencies.
- Conducting a workshop concerning GIS for Environmental Streamlining and Stewardship.
- Conducting a workshop concerning Combined and/or Advanced Mitigation Strategies.
- Providing technical assistance to NJDOT on the implementation of Context Sensitive Solutions (CSS).

National Homeland Security

Goal: ***Improve highway security and support national defense mobility.***

Summary

In the post-9-11 era, National Homeland Security has become a focus area for the entire nation, including the FHWA. The highway system is not only critical to the Nation's economic vitality and quality of life, but it also plays a key role in virtually every emergency event. New Jersey's transportation system must function efficiently in order to evacuate threatened populations, allow first responders to get to the scene, facilitate the movement of supplies into and out of an area, and restore mobility in the days and months after an event. Major social and economic impacts result when the transportation system is affected by an extreme event such as earthquakes, fire, collision, or scour. Since 9-11, we have been more aware that the transportation infrastructure may be the target of terrorist attacks.

Improvements to highway security and support of national defense mobility through collaboration with the Department of Homeland Security, the State of New Jersey, local governments, the private sector, and other federal agency partners is a critical strategic objective. Another critical step in meeting the National Homeland Security goal is performing a vulnerability assessment of New Jersey's infrastructure. A systematic, quantitative process is used to evaluate infrastructure components and determine a risk factor. The higher the risk factor, the greater the need to mitigate the threat (for example, security, control of access) or mitigate the consequence through an engineered solution such as hardening. Indicators of success will be the extent to which security plans are in place and security assessments are completed in key metropolitan areas.

National Performance Objectives

NS1: Ensure the integrity and performance of the National highway system in response to and recovery from all hazards incl terrorism, and promote consistency with the National Response Plan and the National Infrastructure Protection Plan.

Division Performance Objectives

- Reduce the vulnerability of critical transportation infrastructure and enhance the security of the transportation network. **(NS1)**
- Meet military transportation needs. **(NS1)**
- Improve disaster preparedness, response and recovery plans at the federal, state, and local level. **(NS1)**

Division Performance Measures

- Reduce the total time it takes the NJDOT to process ER requests. **(NS1)**

Proactive stewardship and oversight of the State's security measures will be essential for the security and well being of the State and the nation as a whole.

Stakeholder Input

- Initial screening of high-risk bridges has been accomplished using the AASHTO criteria.
- No national standards for target hardening or mitigation have been developed which would provide a minimum threshold standard.
- The NJDOT Commissioner has established the Office of Transportation Security, which reports directly to the Deputy Commissioner. The function of this office is to coordinate transportation security with the public and private transportation industry sectors.
- The "Best Practices" for highway bridges and tunnels have been approved by the Governor and have been distributed to the appropriate transportation agencies.
- Training is continuing in the following areas:
    - Security training for appropriate NJDOT and agency transportation personnel has been initiated.
    - Transportation security/homeland security NTI Awareness training is being provided to all NJDOT Operations field personnel and other selected NJDOT personnel.
    - Training for bridge risk assessment and general vulnerability assessment.

Division Actions

- Conduct a Security Self-Assessment.
- Hold a follow-up meeting with appropriate State and military transportation specialists.
- Review and approve security plans for all major, full-oversight bridge projects.
- Encourage the Department to perform risk-assessments for every project early in project development.
- Continue to make Emergency Relief program requests the top priority for processing.

NJDOT/MPO Actions

- Perform bridge/tunnel terrorist threat assessment.
- Begin identifying appropriate mitigation strategies for the most critical bridges.
- Process Emergency Relief program requests in accordance with established time frames.

Illustrative and partial listing of NJDOT projects from current STIP:

Programs/Projects	FY 2006
Emergency Response Operations – State Funded	$250,000

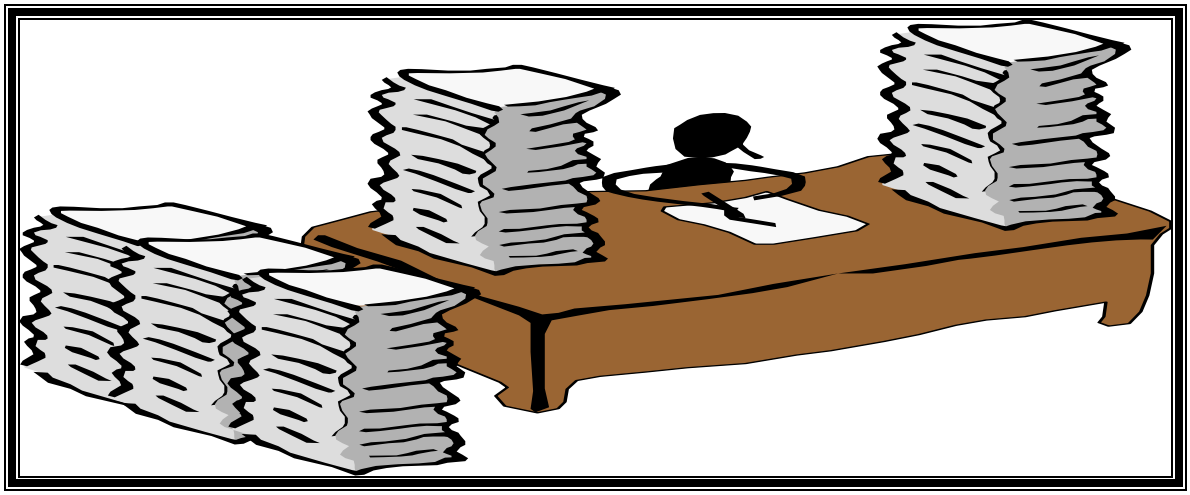
The FY 2006 NJ Strategic Implementation Plan supports several approaches for improving National Homeland Security by:

- Incorporating security considerations into all projects during the design process.
- Continuing coordination with the military to discuss its transportation needs.
- Coordinating closely with the NJDOT Office of Transportation Security on homeland security issues.
- Sharing emerging information on transportation security with the Department and other affected State transportation agencies.

It remains clear that providing a safe and secure transportation system by hardening facilities and potential targets is an essential component of national homeland security initiatives. New Jersey's transportation system is comprised of many critical bridges, tunnels, airports, gateways, and ports, all requiring adequate evaluation and assessment of potential vulnerability. Simulation exercises and coordination with the various military operations and command centers in and around the region will be of paramount importance.

Organizational Excellence

Goal: ***Advance FHWA's ability to manage for results and innovation***



Summary

In FY 2006, the FHWA will define organizational excellence in terms of our ability to oversee transportation projects and programs and efficiently manage FAHP funds; improve the state of the art in transportation planning; ensure customer and employee satisfaction, and enhance agency effectiveness in determining research priorities and deploying technologies and innovation. Among our many responsibilities for program oversight and stewardship, we will place a special emphasis on more cost efficient funds administration and project management and more effective use of FAHP funds.

A number of material weaknesses in FHWA's accounting practices and procedures were identified during the conversion to the new USDOT corporate accounting system and the conduct of the financial statement audit for FY 2003.

The FHWA will continue to strive to improve its financial programs and practices to ensure that the funds Congress entrusts to the USDOT are appropriately accounted for, and used effectively, to meet the USDOT and FHWA goals and priority objectives.

National Performance Objectives

OE1: FHWA partnerships develop, maintain and improve capability to deliver and steward the Federal Highway Administration program with high performance and integrity.
OE2: Improve employee satisfaction
OE3: Improve customer and partner satisfaction.
OE4: Improve the President's Management Agenda ratings.

Division Performance Objectives

- Develop partnerships that maintain, and improve capability to deliver and steward the federal program with high performance and integrity. **(OE1)**
- Provide stewardship of funds and coordinate efforts to ensure integrity for stakeholders, value for partners, and quality for system users. **(OE)**

Division Performance Measures

- Reduce running average of inactive balance by 10%. (FY 2005 Baseline: 746 projects with unexpended balances approximately $96 million). **(OE)**
- Maintain 70 **%** of process reviews on schedule. (FY 2006 target is based on 5 projected process reviews). **(OE1)**
- Track cost growth greater than 10% on $25 million projects. (FY 2006 trend of average growth rate is 11%). **(OE)**
- Increase the number of Engineer's Estimate within 20% of the award amount. **(OE)**
- Increase use of Asset Management in the state of New Jersey. **(OE)**
- Provide technical assistance to stakeholders concerning SAFETEA-LU transportation bill. **(OE1)**

Stakeholder Input

- Based on the most recent (2004) satisfaction survey for the New Jersey Division, our partners are significantly more satisfied overall than FHWA partners as a whole.
- The top improvement priorities for New Jersey partners are timeliness in helping resolve planning issues, providing leadership in meeting future transportation needs, and responding positively and constructively to new ideas.
- New Jersey partners are most satisfied with providing technical assistance and training and deploying technology/innovation. Our partners are least satisfied with communicating and interpreting policies/regulations.
- In August 2004, the Joint NJDOT/FHWA Financial Management Task Force issued its initial report to senior management of NJDOT and FHWA NJ. The report concluded there were significant opportunities for improving Federal funds management in five critical areas. The areas are (1) capital programming, (2) continuous reduction of inactive projects, (3) training and education, (4) innovative contracting, and (5) performance based management. Teams have been formed to address each of the areas, and a progress report will be made to management at least annually.
- The NJDOT self-assessment is a valuable tool that is in use to assure management controls are in place to achieve critical internal control objectives.

Division Actions

- Plan and conduct the Financial Integrity Review and Evaluation Program (FIRE).
- Participate in the implementation of the Financial Management Improvement Program.
- Host 2-3 training sessions/workshops for Local-Aid Staff, Counties and Municipalities in order to enhance their knowledge of the environmental process.
- Conduct DBE support service activities and technical assistance through providing workshops, and training programs.
- Host training sessions/workshops for relocation and acquisition in coordination of R.O.W program.

NJDOT/MPO Actions

- Implement all elements of the FMIP through FY 2006.
- Ensure financial and administrative risks involving the FA program are maintained at acceptable levels through the use of internal controls, management systems, processes and procedures.
- Implement NJDOT pre-apprentice training program on Federal-aid projects.
- Conduct DBE support service activities and technical assistance through providing workshops, training programs and the implementation of best practices.

During FY 2004 the Agency, with the assistance of field financial management personnel developed a new policy and review program for financial oversight of the Federal-aid program. An order was received in FY 2005 to implement the FIRE program. The policy and review program was developed to address the internal control weaknesses cited in the FY 2003 financial audit of the Highway Trust Fund. The program places renewed emphasis on field office oversight and stewardship responsibilities for Federal-aid funds, which are distributed and expended by program recipients and FHWA field offices. The policy and program are effective October 1, 2004, and each Division office strategic implementation Plan must address the requirements of the FIRE program.

The FY 2006 NJ Strategic Implementation Plan supports several approaches for improving our organization performance:

- Conduct listening sessions with our customers/partners on a regular basis.
- Monitor Mutual Service Standards performance.
- Quality Council Task Groups will work to address top opportunities identified in 2005 Self Assessment.
- Leadership Development Program meetings will be held on a monthly basis.

APPENDICES

1 - A
Resource Allocation Table

25 Performance Measures	Projected Person Hours	Projected Costs
9 KEY MEASURES		
1. Implement countermeasures at 10 high crash locations (intersection, roadway departure, and pedestrian crossing). (FY 2004 Baseline: 4)	**526**	**$800**
2. Percent of travel on NHS with IRI of 95 inches per mile or less (FY 2006 target is 55.5%).	**2221**	**$2000**
3. Reduce the percentage growth of total deficient bridge deck area to zero by 2011 (FY 2006 target is 2%).	**2053**	**--**
4. Reduce the number scour critical bridges by 25 percent by 2011 (FY 2006 target is 5%).	**253**	**--**
5. Decrease the average incident duration to 1.70 hours in FY 2006.	**725**	**--**
6. Increase percent of EIS and EA projects with schedules established and entered into the Environmental Document Tracking System (FY 2006 target is 100%).	**306**	**$100**
7. Reduce running average of inactive balance by 10%. (FY 2005 Baseline: 746 projects with unexpended balances approximating $96 million).	**503**	**--**
8. Implement 5 market ready technologies.	**193**	**--**
9. Maintain 70% of process reviews on schedule. (FY 2006 target is 5 projected process reviews).	**2020**	**--**
10. Reduce total fatalities in 2006.	621	$300
11. Reduce intersection related fatalities in 2006.	581	$300
12. Reduce pedestrian related fatalities in 2006.	581	$300
13. Reduce fatalities involving roadway departure in 2006.	581	$300
14. Reduce the increase in delay caused by congestion by 1% by FY 2006.	51	--
15. Track cost growth greater than 10% on $25 million projects. (FY 2006 trend of average growth rate is 11%).	41	--
16. Integrate FHWA's Highways-for-Life concept with the Hyperbuild program in New Jersey.	241	--
17. Increase assistance to stakeholders for the environmental process in Local-Aid Scoping Program by hosting 2 – 3 training sessions.	643	$50
18. Decrease median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs). Reduce median time by 5% in FY 2006. (FY 2006 targets are 40 and 14 months respectively).	899	$100
19. Increase the number of Engineer's Estimates within 20% of the Award amount.	81	--
20. Increase use of Asset Management in the state of New Jersey.	927	--
21. Provide technical assistance to stakeholders concerning SAFETEA-LU transportation bill.	131	--
22. Delivery of transportation projects that increase the accessibility of major job centers to the region.	331	$60
23. Support Incident management strategies for major truck routes; incident detection, emergency service patrols, freight priority, etc.	551	$1000
24. Support measures to combat system delay and non-recurring congestion measures, etc.	551	$500
25. Reduce the total time it takes the NJDOT to process ER requests.	165	
TOTAL HOURS FOR NJSIP 06	**15776 hrs**	**$5810**

2 - A
Federal Oversight

Approved Federal Oversight Agreement between FHWA-NJ and NJDOT.

PROJECT TYPE	CONCEPT DEVELOPMENT	FEASIBILITY ASSESSMENT	FSD	INITIAL DESIGN	FINAL DESIGN	CONSTRUCTION
INTERSTATE NEW/RECON.	FULL	FULL	FULL	FULL	FULL	FULL
INTERSTATE 3R	FULL	FULL	FULL	ALT	ALT	ALT
NHS NEW/RECON UNDER $30 MIL	FULL	FULL	FULL	ALT	ALT	ALT
NHS NEW/RECON OVER $30 MIL[1]	FULL	FULL	FULL	FULL	FULL	FULL
NHS 3R	ALT	ALT	ALT	ALT	ALT	ALT
NON NHS	EXEMPT	EXEMPT	EXEMPT	EXEMPT	EXEMPT	EXEMPT
MAJOR UNUSUAL ON NHS[2]	FULL	FULL	FULL	FULL	FULL	FULL
MAJOR UNUSUAL OFF NHS	EXEMPT	EXEMPT	EXEMPT	EXEMPT	EXEMPT	EXEMPT
INNOVATIVE CONTRACTING[3]	FULL	FULL	FULL	FULL	FULL	FULL

Notes:

[1] Oversight will be established by mutual agreement.

[2] Includes all tunnels, moveable bridges, major hydraulic structures or bridges with deck area greater than 12,000 sq. meters

[3] Includes design/build contracting, extended warranty contracting, public private partnerships or others as mutually determined

3 - A

NJ Risk Assessment Procedure

Effective Fiscal Year 2006

BACKGROUND:

The purpose of the NJ-Division Risk Assessment procedure is to identify the appropriate oversight activities to maximize effort of available resources in implementation of the Federal-aid program. The risk assessment process is one step in fulfilling the stewardship & oversight responsibilities outlined in the "Policy on Stewardship and Oversight of the Federal Highway Program" Memorandum from FHWA Deputy Executive Director, June 22, 2001. Stewardship and oversight activities will be included in each Office's annual Strategic Implementation Plan.

The procedure involves the Division's approach to the development, characterization, and prioritization of critical program elements within identified program areas. In addition, the final data will be utilized in the identification of the Division's key performance measures and activities, discussion topics for listening sessions with stakeholders, assistance with resource planning (e.g., personnel, budget, priorities, level of effort/time spent on activities, etc), and establishment of timely learning and leadership development opportunities for Division employees.

Risk Management Cycle

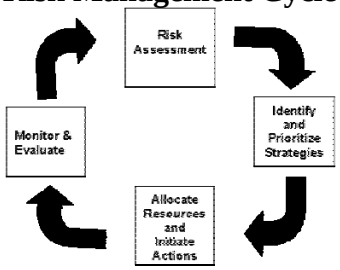


Figure 1

PROCEDURE:

Risk Assessments will be completed every **two years** in the New Jersey Division. The following describes the necessary steps in the Risk Assessment process.

Risk Assessment Process

1. Approximately January 1, the Program Directors and/or Division Specialists, will review current list of Critical Program Elements and Area of Concerns in their respective Program Areas to be included in the Risk Assessment. Factors to consider include new transportation legislation; new FHWA emphasis areas; changes to Federal regulations, requirements, or policies; modifications to the Division's Stewardship Agreement with NJDOT; National Goals; Vital Few; data from previous Division Risk Assessment Reports; etc.

It is important to consider any changes to the program area in the past two years, if applicable, and the affects of such changes to the program. In addition, consideration should be given to the most recent Risk Assessment performed by the NJDOT, and what can be derived from the analysis to avoid duplication of effort.

2. By February 1, the Program Directors and/or Division Specialists will conduct in-depth Risk Assessments for each Critical Program Element and Area of Concern utilizing the New Jersey Division Risk Assessment Worksheet. Division personnel will complete this activity with input from our partners. In addition, if assistance is needed for a particular program area than teams can be formed utilizing other interested Division employees, as applicable, to complete the Worksheet. The Worksheet considers Level of Risk determined by equivalent criteria for a particular Area of Concern. In addition, the analysis also establishes a surveillance frequency based from "low" to "high" risk.

   Risk Score Calculation

   The Program Directors and/or Division Specialists should consider their overall knowledge of the critical program element, area of concern, and any trends/risks identified through listening sessions, past process reviews, or basic project/program monitoring throughout the year in completing the Worksheet. It is at the discretion of the supervisor whether he or she should review the Risk Assessment Worksheet prior to proceeding to step 3.

   The criteria for Level of Risk is weighted and will be multiplied by the respective weight prior to finalization of score and prioritization of risk for each critical program element. Once each critical program element is scored and prioritized than a frequency of surveillance will be issued.

3. On or about March 30, the Program Directors and/or Division Specialists will meet with state/local counterparts to discuss Risk Assessment Worksheet and obtain the counterparts input. Information shared will be incorporated into a report that outlines the prioritization of critical program elements and area of concerns. It is suggested to discuss the Risk Assessment Worksheet at the listening sessions scheduled for March.

4. By April 1, all individual reports will be collected to create the annual Risk Assessment Report for the Division Office. This report will be distributed and discussed no later than April 30. Information within the report will be utilized as reference material for the Senior Staff Retreat scheduled each fiscal year.

5. Within the fiscal year, the Risk Assessment Report will be discussed with NJDOT senior management. It is suggested that this will take place at the same time of the discussion of the Draft Strategic Implementation Plan.

REFERENCES:

"Policy on Stewardship and Oversight of the Federal Highway Program" Memorandum from FHWA Deputy Executive Director, June 22, 2001

"Risk Assessment Review" Task Force Final Report, February 2003

"FHWA OHIO Division Policy and Procedure Memorandum", February 16, 2005

DEFINITIONS:

Stewardship:	*"The efficient and effective management of public funds that have been entrusted to the FHWA."*
Oversight:	*"The act of ensuring that the Federal highway program is delivered consistent with laws, regs., and policies."*
Critical Program Element:	Component within the Program Director/Division Specialist's program area that is subject to oversight by the Division office.
Area of Concern:	Component of the critical program element that can significantly affect the mission.

3 - A

NJ Risk Assessment Flowchart

Effective Fiscal Year 2006